

To: Environmental Services Committee		Subject: Environmental Services Department - Transport Services Proposed Scheme of Management
From: Director of Environmental Services		
Date: 19 May 1998	Ref: 052eklmr	

1. Introduction

- 1.1 The Director of Environmental Services submitted a Staff Establishment Structure Report dated 27 August 1996 to the Environmental Services Committee of 3rd September 1996. This report made several recommendations for a revised organisation structure for the key service areas within the Department and was accepted by the full Council at its meeting on 8th November 1996.
- 1.2 Section 4 of this report presented proposals for a revised management structure for Transport Services. These proposals reduced the management structure by two posts and resulted in an annual savings at 1997 prices of £39k. Appendices I and II provide comparative information on the previous and present structures.
- 1.3 The report of 27th August 1996 stated "it is recommended that a further report be presented to Committee whenever developments are considered to be of significance to merit such a review".

2. Purpose of Report

- 2.1 With reference to the developments which would determine the need for a follow on report to the Council it is now evident that some 20 months after this initial report the Department is sufficiently confident that the systems and procedures for North Lanarkshire Transport have developed to the stage where an updated Scheme of Management should be submitted for approval.
- 2.2 This report therefore addresses the main issues concerning a proposed Scheme of Management for North Lanarkshire Council's Transport Services.

3. Key Developments

The following key developments have taken place in the period following the previous report on Transport Structure in August 1996.

3.1/.....

3.1 The implementation and integration of the vehicle and fleet management costing and financial management IT systems, Systems Administration for Vehicle Expenditure (SAVE). This system combines and services the total management information needs for Transport. It has replaced the previous Council's different IT fleet management and transport costing packages with a facility capable of servicing all of North Lanarkshire's needs.

3.2 Transport Policy and Fleet Replacement Programme

North Lanarkshire has now agreed a total integrated Transport Fleet Policy and a replacement programme for substantial reinvestment in the Council's fleet has been approved over the past two financial years. Although this programme falls short of required age profile replacement levels, substantial progress has been made.

3.3 External/Internal Transport Provision Ratio

Following on from the Council's Policy to centralise Transport provision within the Environmental Services Department, significant improvement in the external/internal hire ratio has been made. Recently a further 114 vehicles have been programmed to be taken off hire from external resources onto an in-house basis. This process has been demonstrated to provide better value for money for the Department involved.

3.4 Quality Management Systems

The Environmental Services Department is ISO 9002 Quality Assured through external independent assessors NQA. The scope of the ISO 9002 quality management systems for vehicle maintenance has been reviewed and extended to cover two of the Councils Vehicle Maintenance facilities with a detailed programme to continue expansion to cover all maintenance facilities by 1999.

3.5 Following a detailed cost benefit analysis, risk assessments and projections of the Transport Services future and current work demands, an extensive safety-related modernisation and upgrading programme has been undertaken within the main Transport Depot at Bellshill and the Wardpark Depot in Cumbernauld.

This has included the following:-

- (a) Creation of a specialist workshop area in the bottom garage at Bellshill for Winter Gritting vehicles and other heavy goods vehicles.
- (b) New state of the art paint booth for Bellshill Body Shop.
- (c) Computerised Body Jig. for Bellshill Bodyshop.
- (d) Installation of MOT and Taxi Testing Service Bays at Bellshill.
- (e) Extensive upgrading and modernisation of Bellshill main workshop vehicle inspection and repair pits.
- (f) Total refurbishment of Wardpark Depot Vehicle Maintenance facilities.
- (g) Upgrading of stores computer systems at Bellshill and Wardpark.
- (h) Common automatic fuelling systems integration.

- 3.6 The issues concerning the maintenance of the West of Scotland Water Authority (WOSWA) vehicles at Bellshill have now been resolved with the award of the work going to the private sector. This reduced the workload at Bellshill by 217 units and the 12 WOSWA members of the workforce including two supervisors were offered severance or redeployment by their employer, WOSWA.

4. **Transport Management. Fundamental Concepts and Functions**

- 4.1 Transport Management in its most basic form can be described as being involved in three issues.

- (a) Availability
- (b) Reliability and
- (c) Suitability.

Simply put, transport users want the best vehicle for the job, when they require it and they need the vehicle to perform consistently and safely.

- 4.2 It is also important to recognise that without the above basic requirements and standards of service, many functions of the Council would be unable to carry out their duty to the community.

- 4.3 At reorganisation in April 1996 it was a fundamental requirement that services had to "keep running" so that, in a sense, the public would feel no ill-effects in service due to the upheaval of reorganisation. This "seamless transition" was the main priority for service managers involved in basic front-line service delivery. In terms of transport management this clearly meant that short term daily provision of vehicles and their maintenance would be vital to achieve a seamless transition.

- 4.4 For this reason the focus of management priority within Transport had to be concentrated upon operational provision of Transport for all Council Departments. The transitional structure shown in Appendix II emphasises this early role of Transport within the Council.

- 4.5 The management solution for Transport reflected the priority for operational management functions during this crucial period and this was reported to the Council in August 1996. This solution included reductions in the original management structure and made a requirement for the Transport Services Manager to be physically based in the main depot at Bellshill as opposed to the Environmental Services headquarters in Airdrie.

- 4.6 Now in the light of the key developments outlined in 3 above, it is essential that the future structure for Transport Services becomes more balanced to meet the longer term and more strategic aims for the Department. This structure needs to accommodate all aspects of the 3 key cornerstones of any Transport Operation via. Availability, Reliability and Suitability.

4.7/.....

- 4.7 These key concepts underpin the range of Transport functions which are shown in Appendix II and can be subdivided into operational vehicle management and fleet management functions. It is proposed that the new structures reflect these two areas of Transport Management. To achieve this, more strategic balance requires a reorientation and revision of Transport structures.

5. Proposed Structure

The proposals for the new structure are outlined in Appendix IV.

Key aspects of this structure are:-

- 5.1 Founded on the basis that each Vehicle Maintenance depot will be managed by a stand-alone Depot Manager and not Assistant Transport Manager who has been heavily supported by the Fleet Manager and the Transport Services Manager.
- 5.2 The Fleet Manager's role is redefined and reorientated towards specific Fleet Management functions.
- 5.3 The Transport Services Manager is expected to relocate to the Airdrie Headquarters when refurbishment is carried out, in the Autumn 1998.
- 5.4 The redefinition of the Assistant Manager's role is outlined in Appendix V where the key changes in responsibility and accountability are shown.
- 5.5 The proposed structure would have 2 tiers of management at Depot level with working chargehands in each workshop for the 3 main workshops whilst Wardpark in Cumbernauld (being a smaller depot) would have a manager and working chargehand only.
- 5.6 The proposed structure redefines and refocuses the roles of the Transport Services Manager and the Fleet Manager with a lesser emphasis on day to day vehicle maintenance and availability functions and more on the strategic and fleet management functions respectively.
- 5.7 These revisions in the structures are submitted for Council approval as being essential for the way forward for Transport Services within North Lanarkshire. They will allow the two most senior Transport Managers the opportunity to ensure that Transport functions meet the criteria for Best Value and provide continuous Value for Money Transport Provision which recognises the changing needs of all Council Departments balanced with recognition of industry best practice and compliance with all safety and legislative requirements.

6. Financial Aspects

The proposed structures, gradings and numbers of posts within the total Transport organisation structure have the following financial implications:-

- 6.1 Grading levels for the four Area Transport managers posts which replace the transitional Assistant Area Transport Manager posts.

- 6.2 The grading of the stores posts at Southerhouse Depot and Motherwell Depot from Grade 3 to Grade 4 M.W. and Grade 2 to Grade 4 respectively.
- 6.3 The grading of the stores/labourer post at Wardpark Depot from G1 to G2 M.W.
- 6.4 The creation of a Supervisor post at Southerhouse Depot in place of a chargehand post and the creation of an additional working chargehand to be appointed from the existing vehicle workshop establishment. (NB. this proposal does not increase total numbers working at Southerhouse Depot).
- 6.5 The increased costs of these proposals would be £5762 in year one and £12036 at the top of grade level in year three. Appendix VI refers.
- 6.6 The overall effect of the implementation of the proposed scheme of management for Transport Services as detailed in this report would be to reduce the original cost savings of £39k per annum by £5762 in the first year and by £12036 in year three.

7. Recommendations

The Committee is requested to

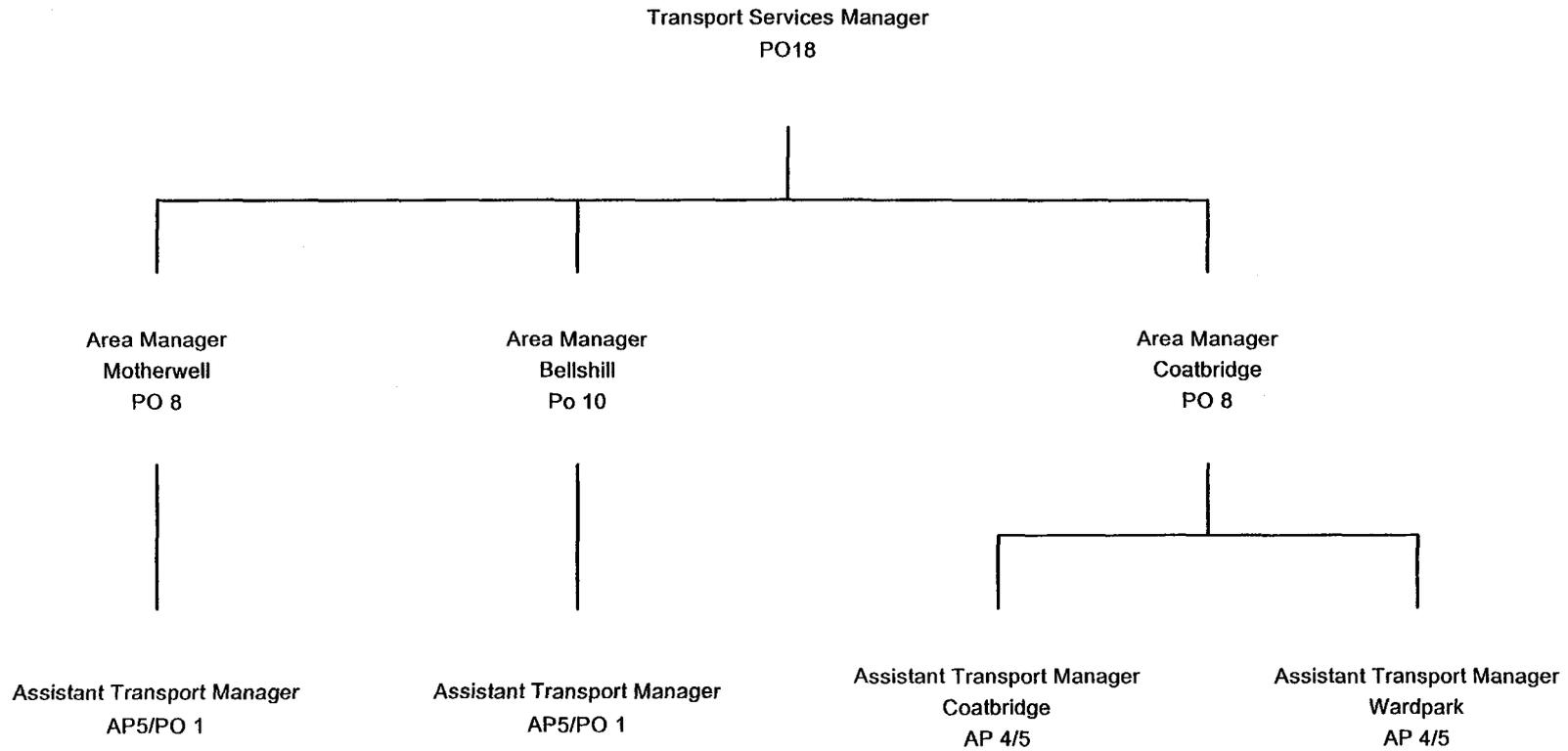
- 7.1 Approve the revised organisation structure for Transport Services as contained within the report.
- 7.2 Remit issues of gradings and posts to the Personnel Services Committee.

M. L. Hutton

M.L. Hutton
Director of Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT

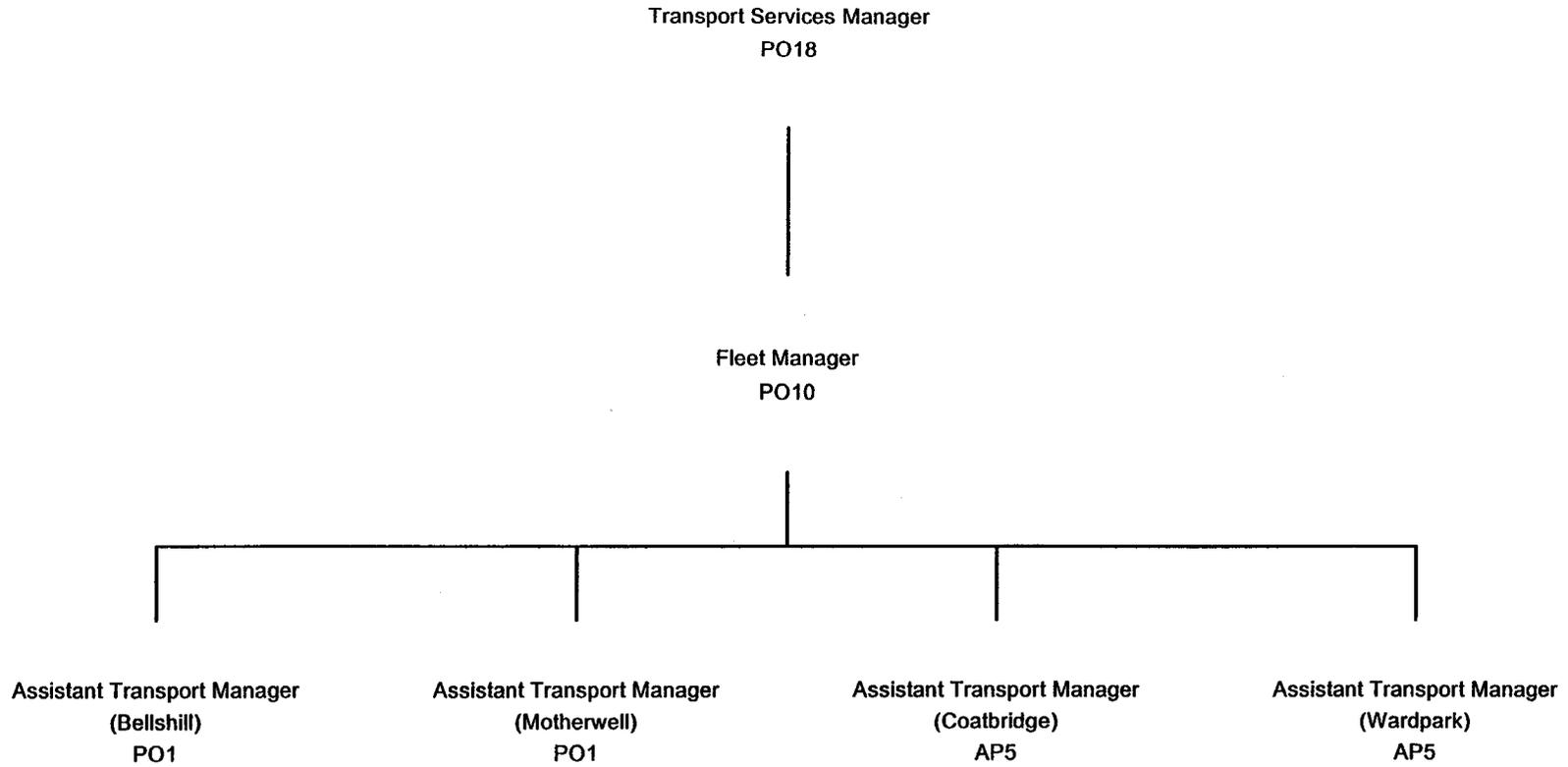
MANAGEMENT STRUCTURE - APRIL 1996



Appendix II

ENVIRONMENTAL SERVICES DEPARTMENT

TRANSITIONAL MANAGEMENT STRUCTURE

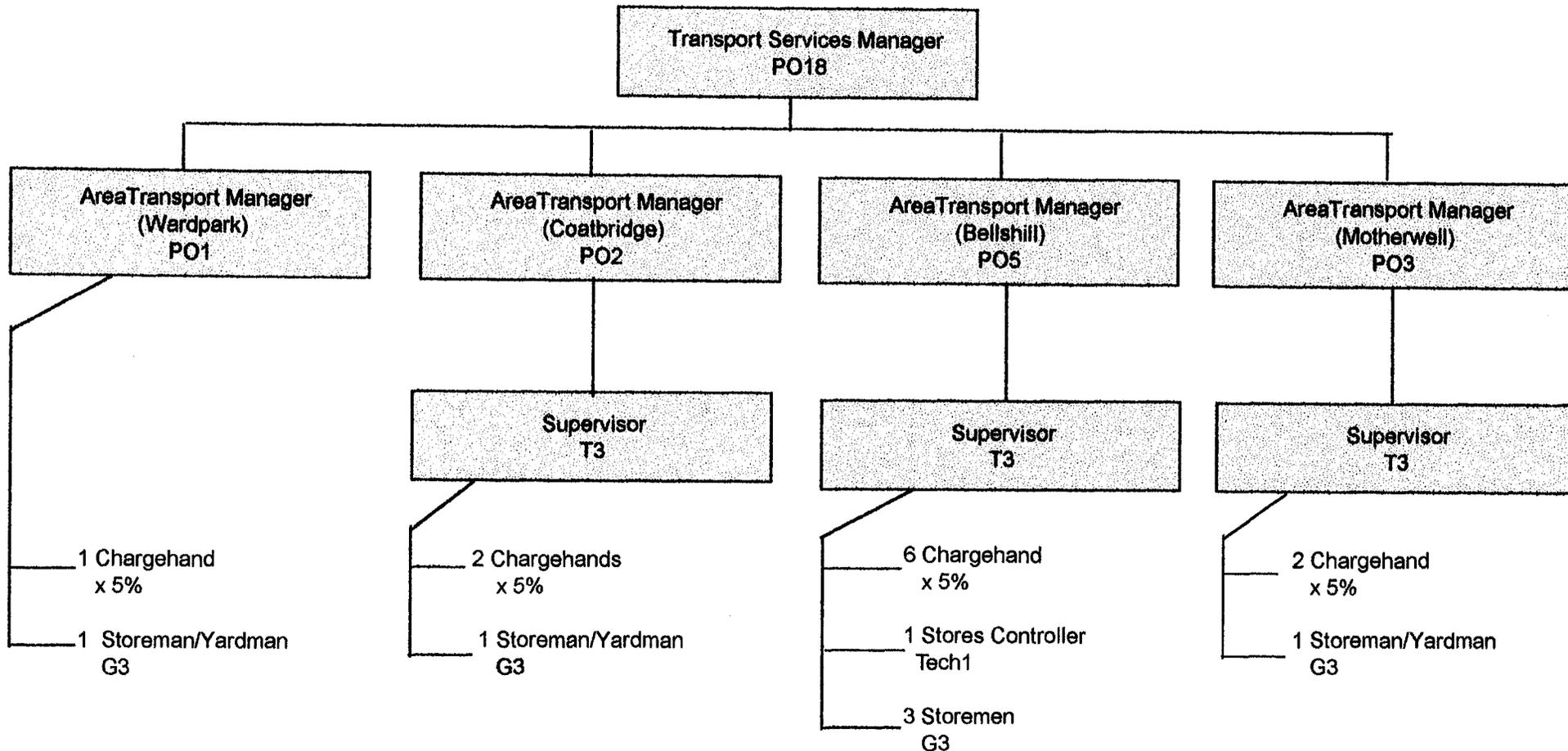


ENVIRONMENTAL SERVICES**TRANSPORT FUNCTIONS**

1. Vehicle and Plant Inspections, Servicing and Repairs (incl.. Mot's and Taxi Testing)
2. Operators Licence Administration ('O' Licence)
3. Vehicle Hires
4. Vehicle/Plant Specification and procurement
5. Service Contracts. Tyres etc. approved contractors listings
6. Vehicle garaging
7. Driver training
8. Unit costing and charging systems
9. Fleet management and administration (fuel, licences, records, MOT/Taxi Administration, etc)
10. Insurance
11. Direct Transport provision (special needs buses, school catering, ad hoc Departmental needs)
12. Members transport

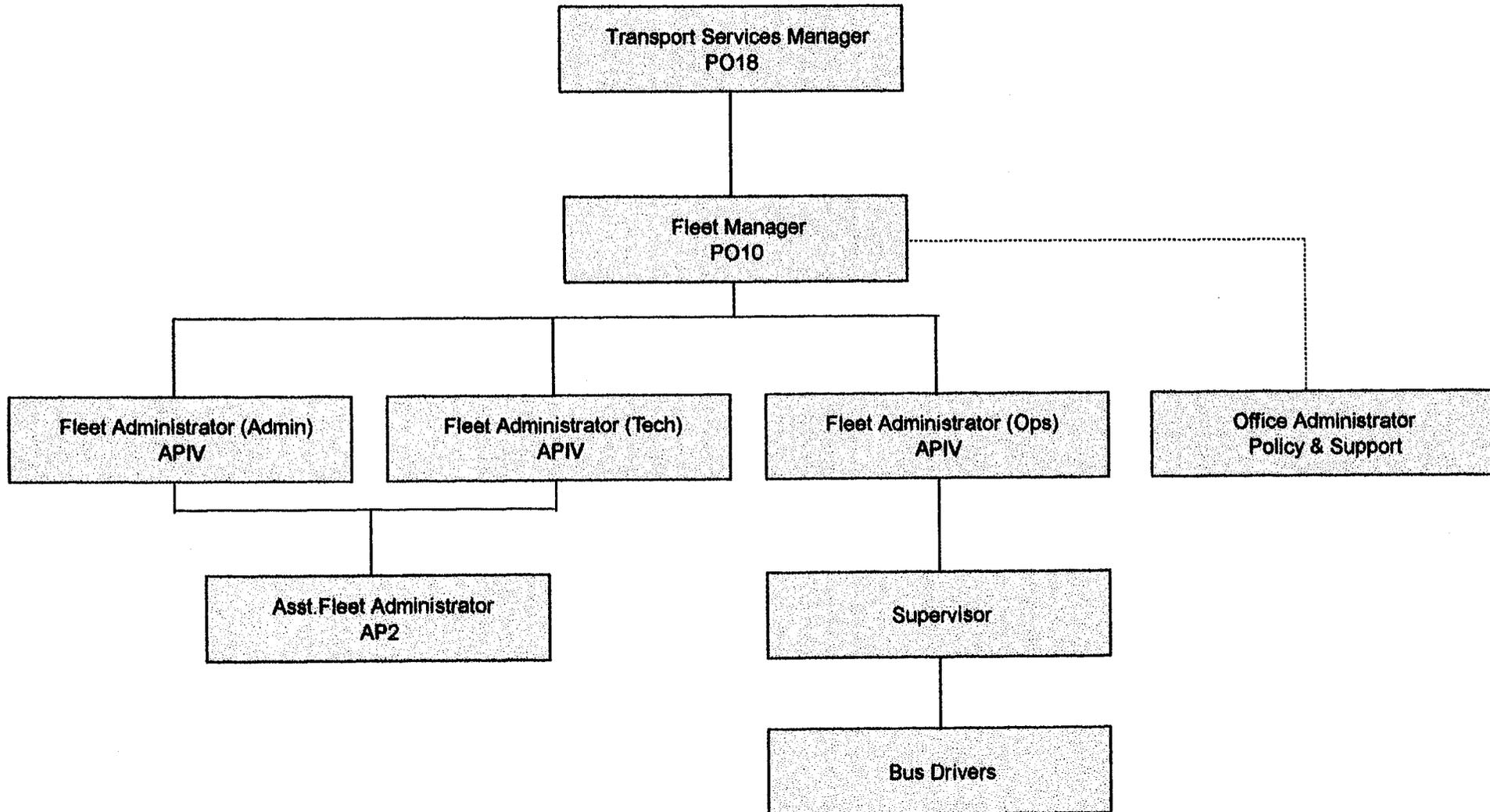
PROPOSED STRUCTURE

ENVIRONMENTAL SERVICES - TRANSPORT - OPERATIONS MANAGEMENT



Note : Wardpark post will be required to operate part of each week at Bellshill Depot on special project work.
 Chargehands remain on 10% plusage on personal basis , replacements would be at 5% plusage.
 Stores post at Coatbridge and Motherwell (G4). Storeman / Yardman post at Cumbernauld from G1 to G3.

ENVIRONMENTAL SERVICES - TRANSPORT - FLEET MANAGEMENT



TRANSPORT SERVICES**Issues of Increased Responsibility and Accountability for
Assistant Transport Managers moving to Area
Transport Manager Posts****(ref: Assistant Area Transport Manager Job Outline March 1996)**

1. Responsible to the PO 18 Transport Services Manager post as a stand-alone manager of a defined activity and facility.
2. Corporate input at a Depot level directly to PO 18 Transport Services Manager post.
3. Responsible and accountable for all aspects of fleet maintenance and technical matters to PO 18 Transport Services Manager post.
4. Will be fully responsible and accountable for a vehicle maintenance depot.
5. Responsible/accountable for all Health and Safety at Work matters within the V.M. facilities.
6. Produce forward plans, performance targets and monitor/achieve same to PO 18 Transport Services Manager post.
7. Fully accountable to the Transport Services Manager for budgets, performance, manpower development/performance on VM functions including Apprentice Training. Maintain good Industrial Relations.
8. Responsible for vehicle scheduling, inspection repair etc. systems to minimise turnaround time whilst producing high quality standards based on best industry practice.
9. Responsible to Transport Services Manager for all quality standards and systems.
10. Manage all contractual obligations relative to V.M. in a Transport Depot. Meet targets on financial performance and quality standards.
11. Liaison with all Transport users regarding vehicle maintenance operations and ensure a responsive attitude towards fleet availability to the end users.

DEPARTMENT OF ENVIRONMENTAL SERVICES

Assistant Area Transport Manager

Job Outline

The Department of Environmental Services is a multi-discipline organisation, encompassing the functions of environmental health, trading standards, building cleaning, waste management and cleansing services and transport management. It will be split into two operational units, Protective Services and Direct Services, and the Assistant Area Transport Manager will be responsible to the Area Transport Manager for the efficient operation, administration and management of all the Council's transport fleet within a defined area and will act for that officer in his/her absence.

The Person appointed will ideally possess a formal qualification in a relevant transport management discipline, will have had at least ten years experience of working with a team of technical and craft employees, preferably with five of these in a supervisory position, and will ideally be familiar with modern IT technology and software associated with the operation of such a section. The person will also have to possess a Certificate of Professional Competence in Road Transport Operation at National level.

The Post will involve responsibility for the following:-

- * The liaison with the various Section Heads of this and other Departments with regard to their transport requirements ✓
- * The regular maintenance and repair of a section of the Council's vehicle fleet ✓
- * The efficient management of DSO contracts relating to the above mentioned services ✓
- * The efficient management of the fleet to the standards required by legislation governing the safe operation of vehicles. ✓

The Assistant Area Transport Manager will require to:-

- * Play a full and active part in the corporate approach to the overall running of the Council's transport fleet and in conjunction with the Area Transport Manager, assist in the effective and efficient implementation of the Council's policies and programmes with regard to fleet management and ensure that the Council's resources are most effectively deployed to this end. ✓
- * Play a leading role in the integration of all technical and administration staff and also the identification of policy options in conjunction with the Area Transport Manager. ✓
- * Assume in the absence of the Area Transport Manager responsibility for the management of the transport depots set up by the Department in the area covered by the post.
- * Play an active part in ensuring that the Health and Safety at Work etc, Act, 1974 as it applies to the staff within the Department is implemented. ✓
- * Undertake/...

- * Undertake such duties and responsibilities as delegated in terms of all road transport legislation which falls to be implemented by the Department.
- * Undertake such delegated duties as may be decided by the Council and also such other duties as may be required by the Director.
- * Secure for the Council in conjunction with the Area Transport Manager, within the resources available, a responsive, effective, efficient and integrated range of vehicle management services and provide the best available professional assistance and advice to the Area Transport Manager within a changing economic and legislative environment.
- * Assist the Area Transport Manager to prepare and implement a service management plan for the Section which will review needs, requirements and objectives for the service, review performance over the previous year and detail a forward programme of key tasks and performance targets for all aspects of transport management.
- * Keep under review all aspects of service policy and practice, identify and make recommendations on options to the Area Transport Manager, monitor service performance and make recommendations on methodology and systems of work within the service to ensure that the Council and Departmental policies and programmes with regard to transport management are being met.
- * Provide a Transport Management Service in accordance with relevant legislation, directives, codes of practice, guidance notes, and other professionally recognised instruments. These services include:-
 - fleet management in accordance with road transport legislation
 - the specification and purchase of vehicles for all user departments
 - the repair and maintenance of vehicles for all user departments
 - the provision of vehicle hire services to user departments
 - the compilation of all vehicle costings
 - a charging system to user departments to allow proper budgeting
- * Assist the Area Transport Manager to prepare annual revenue budgets for the section and thereafter undertake subsequent effective financial management to the range of services provided by the Section.
- * Ensure, with the Area Transport Manager, that all Transport Management Services staff within the section receive the direction and training necessary for the effective running of the Section and also encourage personal skills development to attain best professional practice.
- * Liaise with such agencies, organisations, Council and Government Departments as may be necessary.
- * Attend as necessary, seminars, meetings, tribunals and attendance at court.
- * Maintain a good working relationship with Councillors and the Convenor of the Departmental "parent" or "service" Committee.

The Conditions of service are basically those for the APT&C Staff in Scotland.

The job outline is intended to indicate the broad range of responsibilities and requirements of the post. It is neither exhaustive or exclusive and while there may be some changes to the above in terms of tasks assigned to the post and the manner of their delivery, the outline is considered to provide a reasonable general description of the post.

Environmental Services
12 March, 1996

APPENDIX VI

ENVIRONMENTAL SERVICES DEPARTMENT

TRANSPORT SERVICES

PROPOSED SCHEME OF MANAGEMENT

Financial Impact (1998) (1/4/97 Rates)

<u>Existing</u>	<u>Proposed</u>	<u>Year 1 Increase</u>	<u>Top of Grade Increase (3 Years)</u>
1. Assistant Transport Manager (Bellshill) PO 1	Area Transport Manager (Bellshill) PO 5	£735	£2595
2. Assistant Transport Manager (Motherwell) PO 1	Area Transport Manager (Motherwell) PO 3	£735	£1332
3. Assistant Transport Manager (Coatbridge) AP 5	Area Transport Manager (Coatbridge) PO 2	£963	£2961
4. Assistant Transport Manager (Cumbernauld) AP 5	Area Transport Manager (Cumbernauld) PO 1	£417	£2226

5.	Management Level	Sub Total	£2850	£9114
6.	Stores Posts			
	1 @ G3			
	1 @ G2	2 @ G4	£1191	£1191
	1 @ G1	1 @ G3	£782	£782
7.	Chargehand Posts			
	1 Chargehand Engineering Rate + 10%	Supervisor T3 + 4 hours O/T	£236	£236
	1 Vehicle Mechanic	Chargehand 5%	£703	£703
	TOTALS		£5762	£12036
8.	Savings from previous management structure report (27/9/96)		£39k	
9.	Impact of Proposed Scheme of Management on total savings (ref : Report 27/8/96)			
	<u>Year 1</u>	<u>£33k savings</u>		
	<u>Year 2</u>	<u>£27k savings</u>		
10.	Cost savings accrued to date from Initial Management from Initial Management Structure at 1996 prices.			
	April 1996 - April 1998	£78k		